



Chief Finance Officer

**For the proposed NHS Staffordshire and
Stoke-on-Trent Integrated Care Board**

Applicant information pack

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We value and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that reflect the communities they serve.

We prioritise equality, diversity and inclusion, team health and wellbeing and the principles of kind leadership in our 'ways of working'. All postholders will have a key role in nurturing this culture.

Appointment will be made on merit after a fair and open process so that the best people, from the widest possible pool of applicants, are appointed.

1. The opportunity

Integrated care systems (ICSs) are partnerships of health and care organisations, local government, and the voluntary sector. They exist to improve population health, tackle health inequalities, enhance productivity and help the NHS support broader social and economic development. They will take on statutory form following the implementation of proposed legislation from July 2022 and will comprise an Integrated Care Board (ICB) and an Integrated Care Partnership (ICP). The ICB will take on the CCGs' functions and broader strategic responsibility for overseeing healthcare strategies for the system. We are looking for candidates who will work with the designate chief executive of the ICB, and, subject to legislation, support the establishment of the system's new statutory arrangements as an executive member of the ICB.

The ICB has recently recruited four independent non-executive directors and is now looking to appoint four executive directors, three of which are mandated roles*.

- *Chief Medical Officer
- *Chief Finance Officer
- *Chief Nursing and Therapies Officer
- Chief Transformation and Delivery Officer

The ICS needs diverse, inclusive, and compassionate leaders who not only reflect the community they serve, and the staff employed but have the leadership style and breadth of

perspective to make good collective decisions.

There is evidence that diverse boards make the best decisions. We want to increase the diversity of NHS board teams. We are looking to attract candidates from the broadest pool, including Black, Asian and minority ethnic communities, people from the lesbian, gay, bisexual, and transgender (LGBT+) communities and those with lived experience of disability who are all under-represented. We want a change.

We are really interested in receiving applications from people with different backgrounds, skills, and experiences.

2. About us

You can read more about our system and our work in our [ICB recruitment pack](#) or on our website: www.twbstaffsandstoke.org.uk

We, as the ICS collective system leadership team, have developed a leadership compact (see our website: www.twbstaffsandstoke.org.uk/about-us) for how we behave, which sets out our commitment to our partners, collective workforce, and the people we serve. This will guide us on our ambitious journey to deliver better care for all.

3. Role priorities and accountabilities

Please note: the following role description is dependent on legislation. Depending upon the timing of appointment and the statutory establishment of the ICBs, appointees may in the first instance be appointed as designate members of the NHS ICB.

Accountabilities

The Executive Directors will be members of the Unitary Board and:

- Are responsible to the Chief Executive Officer (CEO) of the ICB
- Have designated areas of responsibilities as agreed with the CEO as outlined in the job description below.

4. Role and responsibilities

Job purpose

As an instrumental leader in the local health and care system. Working collaboratively with system partners and as a member of the unitary board, the post holder will make a significant contribution to achieving the key purpose of the ICB:

- Improving outcomes in population health and healthcare
- Tackling inequalities in outcomes experience and access
- Enhancing productivity and value for money
- Helping the NHS support broader social and economic development.

The Chief Finance Officer (CFO) is part of the executive team who will lead the development of the ICS on behalf of the Staffordshire and Stoke-on-Trent system. Working collaboratively and across organisational boundaries at the highest level across the system, ensuring that

the approach to integrated commissioning and leading at-scale transformation workstreams develop in line with the ambitions of the health economy.

The CFO will be required to ensure that the ICB meets the financial targets set for it by NHS England and NHS Improvement, including living within the overall revenue and capital allocation, and the administration costs limit. Jointly with other system partners, the postholder is responsible for ensuring that the ICB delivers its financial targets.

The CFO will support the development and delivery of the long-term plan of the ICB. They will ensure this reflects and integrates the strategies of all relevant partner organisations of the ICS, with a particular focus on developing a shared financial and resourcing strategy.

The CFO will be responsible for developing the funding strategy for the ICS to support the board in achieving these aims, including consideration of place-based budgets, and making use of benchmarking to make sure that funds are deployed as effectively as possible.

The postholder is accountable to the Chief Executive and responsible for providing strategic direction for all aspects of financial planning, performance management and reporting, business intelligence, contracting, and sustainability for the ICB. The CFO will also have accountability for the development and delivery of the Estates Strategy, including primary care estates and for leading the development of the overall system annual plan.

Key accountabilities

- As the strategic financial lead, the Chief Finance Officer is accountable for all matters, relating to the financial leadership and financial performance of the ICB. The Chief Finance Officer will also be responsible for ensuring that the ICB implements a robust financial strategy and for ensuring that system resources are effectively deployed and used to provide the best possible care for the population.
- Working in partnership with other executive team members, the CFO will have an influential executive role and shared accountability for the development and delivery of the long-term financial strategy of the ICB, ensuring this reflects and integrates the strategies of all relevant partner organisations within the ICS.
- Ensuring delivery of the Mental Health Investment Standard in line with national directives.
- Building partnerships and collaborating with wider ICS system leaders including provider collaboratives, public health, primary care, local government, voluntary and community sector, other partners and local people to make real transformational differences for the population through local, regional and national forums.
- Providing financial leadership and influence across the ICS to ensure that opportunities to drive improvements in population outcomes which includes collaborating and providing financial leadership with key partners (across health, care and wider) to break down barriers, drive innovation and achieve agreed deliverables.
- Working alongside other members of the ICB, ensuring that population health management, innovation, and research, support continuous improvements in health and wellbeing, influencing and working collaboratively as part of a wider system to create opportunities to make sustainable long-term improvements to population health with key partners. This may include developing approaches that are non-traditional in nature, ambitious and wide-reaching in areas that incorporate the wider

determinants that have an impact on improving clinical outcomes, better life outcomes and reducing health inequalities for the population of the ICS.

- Working alongside other members of the ICB, the CFO will work to develop digitally enabled transformation (including financial outcome-focused transformation) and the clinical and care elements of a sustainable People Plan for the ICS workforce.
- As the Senior Information Risk Owner (SIRO), the Chief Financial Officer will be accountable for information risk; advising on the effectiveness of information risk management across the ICB and the system.
- Professionally accountable to the NHS England and NHS Improvement Regional Finance Director and may from time to time be formally requested to act on behalf of NHS England and NHS Improvement on key performance, monitoring and accountability matters. This will include the identification of key financial risks and issues related to robust financial performance and leadership and working with relevant providers and partners to enable solutions.
- Taking accountability for own practice, conduct and continuing professional development as a qualified accountant.

Setting strategy and delivering long-term transformation

- Influencing and contributing to the ICB plans and wider system strategies of the ICS, with the aim of driving innovation in clinical outcomes, reducing health inequalities and achieving better life outcomes across the ICS. This will include creating and influencing leadership relationships and wide-scale system change to ensure that the ICB acts as an enabler to harness system development opportunities to improve the population health of the ICS.
- Providing system leadership across organisational and professional boundaries to lead and facilitate transformational change for the ICS population. The CFO will play a key role in ensuring that the ICB influences and seeks input from wider ICS system leaders including provider collaboratives, public health, primary care, local government, voluntary and community sector, other partners and local people to make real transformational differences for the population through local, regional and national forums.
- Playing a lead role in overseeing the delivery of the ICB's core strategy, with particular regard to the delivery of the transformation programmes which have been developed in conjunction with system partners. The postholder will ensure a broad strategic approach is taken ensuring the application of appropriate financial rigour to enable the ICB to achieve its financial duties.
- Providing executive oversight of the Programme Management Office (PMO) with regard to the delivery of the transformation programmes across the system.
- Working collaboratively with the Executive Medical Director, Executive Chief Nurse and all clinical leaders, supporting the delivery of clinical service transformation within recognised financial constraints.
- Supporting the production and delivery of a five-year ICB plan, the postholder will have a specific responsibility to produce a financial and resources strategy aimed at improving clinical outcomes, better life outcomes and reducing health inequalities, working with the chief executive officer, other board members, partners across the ICS and the local community. This will include the interpretation and implementation

of the NHS Long Term Plan, contracting and performance standards and other national strategic priorities.

- Ensuring that there are effective mechanisms for anticipating, identifying, and responding to key financial risks (including risk sharing arrangements) that could impact the successful delivery of the ICB strategy.
- Establishing appropriate governance structures (with NHS partners in the ICS) to deliver on the collective requirement of system financial balance and risk sharing.
- Developing the necessary financial and performance leadership and functions to ensure the delivery of the ICB financial strategy including leading and influencing the development of a diverse group of leaders to enhance the opportunities for collaboration across the ICS.
- Having accountability for the production and delivery of a robust supporting financial strategy that delivers effective use of system resources to deliver improvements in outcomes in population health and healthcare; tackle inequalities in outcomes, experience and access; enhance productivity and value for money and help the NHS and ICS partners support broader social, economic and environmentally sustainable development.
- Leading the system financial planning process in line with the financial strategy including delivery and presentation of the financial elements of the annual plan, responding to local and national guidance. Providing assurance to the ICB in relation to monitoring and delivery of the financial strategy.
- Leading the system annual planning process in conjunction with partners and stakeholders.
- Ensuring that the budgetary control system for the ICS remains strong, with clear accountability for the delivery of financial plans.
- Influencing system leaders to ensure that there are effective mechanisms for anticipating, identifying, and responding to key contracting, performance and wider organisational risks that could impact the successful delivery of the ICS strategy. This will include engaging with system leaders from across the ICS to drive research, innovation, quality improvement, patient safety and population health outcomes from a risk-based approach across the ICS footprint.

Building trusted relationships with partners and communities

- Ensuring implementation and effective performance of a robust financial strategy for the ICB including ensuring the effective use of system resources through strong collaborative system decision-making.
- Influencing strategic collaboration with ICS partners, clinical and care leaders across health and care at all levels of the system, this role will develop a collective strategic financial leadership approach for the ICB and place-based use of resources, through the effective and efficient use of ICB allocations and commissioning opportunities to meet the needs of the system population.
- Role modelling exemplar leadership behaviours to ensure stakeholders have trust and confidence in the ICS and its leaders ensuring that artificial barriers and misunderstanding between providers and partners can be overcome through the most effective relational skills.
- Advocating for system first in the best interest of the local population as an effective and visionary member of the ICB.

Leading for social justice and health equality

- Reducing health inequalities is a core objective of the ICB, and the Chief Finance Officer will foster a culture in which equality, diversity, inclusion and allyship are actively promoted across the ICS.
- Driving innovative data evidenced change on behalf of the ICB and on behalf of NHS England and NHS Improvement focusing on ensuring that inequalities across the system are addressed. Promoting and enhancing strategic approaches to enhancing and/or further developing personalised care locally in so that the ICB achieves the best possible health and care for its communities. Ensuring the population needs are met through the appropriate allocation of resources in a system role, utilising close working relationships with system partners to ensure investment and performance of resources is effective in assisting to reduce health inequalities across the ICS.
- Supporting the development of the vision and strategy for the improvement and delivery of health and social care at place level which reduces health inequalities for the population, in consultation with patients, the public, health and wellbeing boards and other key local stakeholders, and communicate this across the local health and social care system.

Driving high quality, sustainable outcomes

- Working with other ICB executive colleagues and ICS partners to collectively oversee the quality of all health services including implementing a safer just culture, safer systems, and safer care. Supporting and working with other ICS colleagues to deliver high quality health and care services. As a member of the ICB, working collectively to address underperformance in a timely manner, promoting continuous quality improvement through learning, improvement methodologies, research, and innovation. This will include embedding and delivery of system-wide transformation and efficiency programmes, and any related recovery programmes.
- Taking a lead role on behalf of the ICB and where required NHS England and NHS Improvement to ensure that there are appropriate and effective financial and contracting negotiation, development, monitoring and performance arrangements in place to ensure the delivery of effective health services.
- Developing, leading and delivering the system sustainability strategies ensuring active involvement, influence and challenge on all business decisions and performance to ensure that the immediate and longer-term implications, opportunities and risks are fully considered and consistent with the Sustainability strategies.
- Positively engage with key system leaders to collectively provide ICS leadership for the finance profession within health and care. Taking the role of a system leader to promote and lead data quality-driven improvements that have a direct impact on the population health needs of the ICS.
- Supporting wider executive colleagues in influencing strategic change and collaborative initiatives which have a direct impact on population health outcomes including key matters such as collective financial and contracting opportunities, future workforce supply, quality and safety initiatives and system-wide joint working at a strategic board level with system partners.

- Providing executive oversight for the Estates Strategy acting as an enabler for partnerships and providing assurance around the delivery of the Strategy and associated programmes of work across the system.
- Promoting awareness and understanding of financial, value for money and commercial issues, including robust and considered challenge and ICB decision-making at all levels. Ensuring that the ICB meets the required financial and governance arrangements as a statutory body.
- Promoting continuous quality improvement through learning, improvement methodologies, research, innovation, and data-driven improvement initiatives both at a strategic and operational level.
- Taking affirmative action to ensure underperformance in any service commissioned by the ICB is addressed in a timely manner, working with the relevant providers and the NHS England and NHS Improvement regional team as required.

Providing robust governance and assurance

- Taking responsibility for the financial leadership of an NHS statutory body, compliance with all ICB business rules and ensuring that the internal finance team is appropriately resourced to deliver all statutory functions of the ICB. Specifically, this involves putting in place an adequate system of financial control, strategic planning, budget setting, financial reporting, and risk management.
- As the responsible officer, ensuring that the ICB is positioned to produce its required monthly reporting, annual report, and accounts, as part of the setup of the new organisation.
- Leading on non-clinical audit, liaising with external audit colleagues to ensure timely delivery of financial statements for audit and publication in accordance with statutory, regulatory, and professional requirements.
- Ensuring the appropriate and effective financial control arrangements are in place for the ICB and that accepted internal and external audit recommendations are actioned in a timely manner. Taking the lead in agreeing on allocations at organisation and place level for all revenue and capital.
- Supporting the non-executive chairs of the Audit Committee and Finance and Performance Committee to ensure the ICB is managed in accordance with robust financial controls and good governance.
- Supporting a strong culture of public accountability, probity, and governance, ensuring that appropriate and compliant structures, systems, and processes are in place to minimise risk and promote the freedom to speak up.
- Taking accountability for managing the NHS budget across the ICB, ensuring financial balance for the NHS, good value for money for taxpayers and promoting and ensuring long term financial health for the system. This will include ensuring the establishment of and compliance with standing financial instructions and standing orders and reporting arrangements for the ICB and wider partnership organisations across the system as necessary.
- Where services are commissioned across ICBs, the CFO will oversee successful performance on the use of resources in line with the agreed system oversight framework for the ICS, ensuring appropriate escalation arrangements are in place and appropriate actions are taken as necessary.

- Working closely with system partners to ensure that financial and commissioning arrangements which support and promote integration and meet the needs of the population are effective and transparent. This will include ensuring user/patient involvement in decision making relating to the use of resources and commissioning where appropriate.
- Working across health and care, developing strategies and integrated transformation and commissioning approaches to improve health outcomes for the population.
- Leading on the identification of performance risks and issues related to financial and contracting performance and working with relevant providers and partners to enable solutions, including making recommendations for informal/formal intervention where appropriate.
- Leading contract negotiations and management; gaining agreement with providers on the main commissioning contracts (inclusion of a system collaboration and financial management agreement in the standard NHS contract) including primary care and network contract directed enhanced service (DES). Advising the Board on the risks involved in the proposed contracts, managing variations to these contracts and advising the ICB of their implications.
- Overseeing effective management of all other contracts, including those managed by place-based partnerships or provider collaboratives to ensure these represent value for money.

Creating a compassionate and inclusive culture

Developing the finance function, delivering the five-year finance development programme and ensuring that work on equality, diversity and inclusion is taken forward. This will require the skills to actively engage with the regional finance academy and the workstreams of the finance leadership council, taking responsibility for improving the diversity of senior finance leadership in the ICS.

Creating and promoting a culture of inclusive, professional leadership. The CFO will be visible as a collaborative financial leader and role model, engaging health and care professionals across the whole system in the development and delivery of the ICB plan. This includes:

- Providing mentoring, coaching and support to other health and care professional leaders
- Ensuring that clinical and professional leaders are supported to perform their roles and given opportunities to develop
- Ensuring that the talent management and development of health and care professional leaders (including finance, contracting, performance, planning, estates, business intelligence [BI] and PMO staff) is embedded at all levels of the system
- Participating in the on-call rota as required.

5. Person specification

| Attributes | Demonstrated by |
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| Qualifications | <ul style="list-style-type: none"> • Qualified accountant (CCAB, CIPFA, CIMA, ACA, CA or equivalent) with professional registration • Master's Degree level qualification or equivalent experience gained in a relevant field • Evidence of relevant continuing professional development. • Relevant postgraduate management/leadership qualification (Desirable) • Coaching qualification (Desirable). |
| Experience | <ul style="list-style-type: none"> • Substantial proven experience working in complex organisations operating at Board level and/or system leadership experience within a regulatory or similar environment is essential • Experience in leading and delivering highly complex and contentious transformational change at a significant scale in an open and inclusive way • Expert knowledge of financial management within a large complex organisation • Experience in managing highly sensitive situations with multiple stakeholders • Experience of managing relationships with the media and political stakeholders • Experience in providing financial leadership, mentorship, and professional development at a very senior level with demonstrable outcomes. • Experience in developing and implementing a financial strategy • Experience in successfully leading organisations meeting financial and statutory obligations • Experience in leading the contract negotiation and performance management of substantial provider contracts • Experience of successfully working with clinicians and other providers to secure improvements to health care services • Experience in effective joint working with other statutory, voluntary, or private sector organisations • Experience in working in a number of different parts of the health and care system • Experience in utilising health economics experience in a relevant role/setting and/or relevant qualification is desirable. |
| Skills and knowledge | <ul style="list-style-type: none"> • Ability to continuously improve outcomes, tackle health inequalities, and deliver the best value for money for the taxpayer • Demonstrate commitment to clinical commissioning, the ICS and to the wider interests of the health and social care services • Extensive knowledge of the health, care and local government landscape and an understanding of the resourcing implications related to the social determinants of public health |

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| | <ul style="list-style-type: none"> • Current evidence and thinking on practices that reduce health inequality, improve patient access, safety and ensure organisations are well-led • Extensive knowledge of health and care financial planning and budgeting at a board and/or system level • Exceptional communication skills which engender community confidence, strong collaborations, and partnership • Strong critical thinking and strategic problem solving; the ability to contribute to a joint strategic plan and undertake problem resolution and action. Analytical rigour and numerical excellence • Proven negotiation and decision-making skills • Highly sophisticated leadership and influencing skills; building compassionate cultures where individuals and teams thrive at the organisation, partnership and system levels • Ability to demonstrate a track record of successfully leading the delivery of programmes involving multiple stakeholders. |
| <p>Personal Values</p> | <ul style="list-style-type: none"> • Demonstrates a compassionate leadership style with a track record of improvements to equality, diversity, inclusion, and social justice • Personal commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan principles and the fit and proper persons regime • Lives by the values of openness and integrity and has created cultures where this thrives. • Demonstrate the highest standards in interactions with others, hold self and others to account, building strong and effective relationships at all levels • Deal with tough issues compassionately with the ability to demonstrate a range of leadership styles to secure results • Champion high standards, set clear goals, evaluate success and remove barriers. |

6. Eligibility

You will be able to demonstrate that you meet the requirements of the fit and proper persons test and that you have no substantial conflicts of interests that would interfere with your ability to be independent and offer an impartial perspective.

This role will require the successful applicant to be fully vaccinated against COVID-19 by April 2022 (unless a medical exemption applies).

Given the significant public profile and responsibility that members of NHS boards hold, it is vital that those appointed inspire the confidence of the public, patients, and NHS staff at all times. We will undertake a number of specific background checks to ensure that those we appoint are fit and proper people to hold these important roles. More information can be found on the [NHS England and NHS Improvement website](#).

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and competence have been demonstrated

in previous/other roles to satisfy the experience, skills and values being sought.

We value and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that reflect the communities they serve:

- 50% of the working-age population and 77% of the NHS workforce are women
- 14% of the working-age population and 23% of the NHS workforce are from ethnic minorities
- 16% of the working-age population and 5% of the NHS workforce are disabled.
- 2% of the population over 16 and 3% of the NHS workforce identify as LGBT
- 82% of working-age adults and 79% of the NHS workforce are under 55¹.

We want to increase the diversity of our NHS leadership and encourage applications from groups we know are under-represented in these important roles. We prioritise equality, diversity and inclusion, team health and wellbeing, and the principles of kind leadership in our 'ways of working'. The successful applicants will have a key role in nurturing this culture.

7. Terms of appointment

This section may be subject to change due to the development of the legislation.

- The remuneration: VSM (in line with the national pay framework)
- Permanent. Full time
- Depending upon the timing of appointment and the statutory establishment of the ICBs, appointees may in the first instance be appointed as designate members of the NHS ICB
- All NHS board members are required to comply with the [Nolan Principles of Public Life](#) and meet the [fit and proper persons requirements](#).

8. More information

Staffordshire and Stoke-on-Trent ICB respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read this information together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.

9. Making an application

For more information, in the first instance please contact our recruitment partners, Gatenby Sanderson:

- David Heaton, Research Lead: David.Heaton@gatenbysanderson.com
- Emma Pickup, Partner: Emma.pickup@gatenbysanderson.com
- Julia St Clare, Consultant: Julia.stclare@gatenbysanderson.com

¹ Population data source gov.uk/ons.gov.uk (2011 Census). NHS source: Workforce NHS Digital - Hospital and Community Health Services workforce statistics: Equality and Diversity in NHS Trusts and CCGs in England (2020 September data used)

If you wish to be considered for one of the ICB Director roles, please provide:

- Confirmation of the role for which you are applying. You may apply for more than one role if you meet the criteria, but we strongly advise that you tailor and submit individual applications to be competitive
- A CV that includes your address and preferred contact details, highlighting and explaining any gaps in your employment history
- A supporting statement that highlights your skills and experience and allows insights into your values and motivations for applying for the role. You should outline your personal responsibility and achievement within previous roles that demonstrate you have the knowledge, skills and competencies to deliver this role, as outlined in the person specification
- The names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity (or senior stakeholders) and cover your most recent roles and employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references will be taken prior to the interview and may be shared with the selection panel
- The completed monitoring information form that accompanies this pack
- A completed self-declaration form confirming that you do not meet any of the criteria that would disqualify you from appointment
- Tell us about any dates when you will not be available for the selection process.

The closing date for applications is at 23:59 on Wednesday 16 February 2022.

10. Appointment process

Shortlisting

The selection panel will use the information provided by the applicants to agree which of them should be invited to interview. Assessment will be based on merit against the competencies, experience, skills, and values outlined in the person specification.

Psychometric profiling

Online psychometric assessments will take place between shortlisting and the final panel.

Stakeholder event

Shortlisted applicants will be expected to participate in a stakeholder engagement event to meet groups of key stakeholders. Event feedback will be shared with the selection panel.

Interviews

Applicants will be asked to make a 5–10-minute presentation to help the selection panel draw out the competencies, experience, skills and values outlined in the person specification. The formal interview will last from 45 minutes to one hour of open questions from the selection panel. This will allow applicants to showcase their past experience and allow the panel to explore each applicant's values, motivations, creativity and ability.

Assessment dates: the shortlist meeting will take place on Friday 18 February 2022 and the

final interview on Friday 4 March 2022.

Appointment

Selection panels will be asked to identify appointable candidates based on merit against the competencies, experience, skills and values outlined in the person specification. The preferred candidate will be referred to the NHS England and NHS Improvement regional team for approval before final appointment by the inaugural meetings of the relevant ICB.